

ANDHRA PRADESH STATE ROAD TRANSPORT CORPORATION

No.IE-2/367 (04)/2007-IED.



O/o the VC & MD,
Bus Bhavan, Hyd-500624.

CIRCULAR No. 05/2011-IED, Dated: 28-07-2011

Sub: DIS – Introduction of Special Incentive scheme to Customer Relations Coordinator at all Depots– Communication of approval- Reg.

Ref: 1) Circular No. 23/2010-IED, dated: 26-11-2010.
2) Circular No. 54/2004-OPD, dated: 25.11.2004

1.0 INTRODUCTION:

The institution of Customer Relation Coordinator (CRC) was Introduced vide circular reference cited at 2, with the following objectives:

1. To promote the marketing schemes
2. To improve the revenue of the low paying routes
3. To keep vigil on illicit operation, which are eating away the legitimate revenue of the Corporation
4. Correct the behavior of the crew towards the commuter
5. To resolve the grievances of the commuters
6. Submit the route potentiality and to assist the Traffic in-charge and the Unit officer for preparation of schedules, which ultimately leads to growth of the depot

1.1 Duties and Responsibility of CRC:

The duties and responsibilities of CRC which were given vide circular cited at reference 2, are reiterated here under;

- a) He has to follow the crew every day as directed by the Depot Manager/Traffic In-charge of the Depot to observe the behavior and the

way of dealing of the crew with passengers. He shall correct and guide the crew to improve courtesy towards commuters.

1. Halt & Go
2. Alight on Request
3. Shout and Loud etc.

- b) He should ensure that the crew should follow the Marketing Strategies.
- c) He should also ensure courteous behavior towards CAT card holders, JET/JHT holders, Student Bus Pass holders, MST Ticket holders, Freedom Fighters, Physically handicapped Persons, Senior Citizens and fare paying passengers.
- d) He should enlighten the crew on handling of customers with smile and impart skills to improve courteous behavior. Each day he should follow two services so that he can cover two conductors and two Drivers daily.
- e) If any public complaint is received, the Customer Relations Coordinator should interact with the complainant, analyze the reasons for the cause of dissatisfaction and enlighten the other crew of the depot.
- f) He must have thorough knowledge of marketing strategies and spread the salient features of marketing strategies among the customers and the crew.
- g) He should also take the feedback from the customers on service deficiencies, inadequacies etc., and bring them to the notice of the Traffic In-charge and also Depot Manager for rectification.
- h) He should maintain a Register as per the Performa given in the circular cited at ref. 2 and obtain the signature of Traffic In-charge every day and Depot Manager once in a week.

- i) He should impress upon the Conductors that “Customer is always Right”, “Customer is King”, Customer is our pay Master (each pie of our salary is out of the fare tendered by the passengers) etc.,

Keeping in view the importance of the Customer Relations Coordinator (CRC), it is decided to introduce an special Incentive Scheme and the details of the scheme are as follows:

2.0 SALIENT FEATURES OF THE INCENTIVE SCHEME TO CRC :

The parameters considered for Customer Relation Coordinator (CRC) at depots to pay incentive are as follows;

- a. Growth in revenue realized through sale of marketing products
- b. % of service targets achieved for the month
- c. Traveling on low OR routes, following of low earning conductors and counseling of conductors for courteous behavior and observance of passenger friendly measures.
- d. Punctuality.

2.1 Growth in the revenue realized through sale of marketing product:

CAT card is the most prominent among Marketing Products. By selling the marketing products such as CAT, JHTs, IJHTs and Couple Gift Cards, we are not only retaining the customer, but also there is a direct impact on revenue by the sale of these products.

2.1.1 Incentive on sale of Marketing products:

- The contribution of CRC in sale of Marketing Products is given due consideration.
- The performance level is judged through the amount realized from the sale of all products.
- The normal growth of a product due to increase in population or through massive campaign as initiated by Corporate Office are taken into account

by giving a minimum qualifying criteria. An assured increase of 10% over the performance of previous year is selected as minimum criteria.

- The criterion of performance is judged on the basis of growth of sales / amount over the same month of previous year.
- It is decided to pay 1% of the growth in the revenue generated through the sale of CAT cards, JHTs, IJHTs and Couple Gift Cards over the corresponding month of previous year with 10% growth as the qualifying unit and ₹ 500/- as the ceiling limit.

2.2 Incentive on Percentage of services achieving Targets:

- The percentage of services achieved targets out of total operated services of the depots for a month is considered under this parameter.
- This parameter motivates the CRCs to concentrate on the routes and the conductors who fail to achieve targeted revenues.
- A minimum eligibility criterion for incentive under this parameter is to achieve 40% of services Targets in a month.
- The maximum amount eligible under this parameter is ₹ 1000/- i.e., an amount of ₹ 1000/- has to be paid as incentive if 100% of the services achieve Targets in a month. For the depots achieved less 100% in service targets in a month, incentive shall be paid on pro-rata basis, provided the depot should achieve not less than 40% of services targets in a month, otherwise the CRC will become ineligible to get incentive on this parameter.

2.3 Incentive for travelling on low OR routes, following up and counseling of conductors for courteous behavior and observance of Passenger friendly Measures:

- One of the primary duties of the CRC is to continuously track the low paying routes and low performing conductors in terms of earnings and behavioral aspects.
- Due to various reasons, CRCs are failing at this core activity. To re-orient them towards this vital aspect, it is decided to pay an incentive of ₹ 400/- for travelling on low OR routes, following of low earning Conductors and

counseling of conductors for courteous behavior and observance of passenger friendly measures like Shout and Load, Halt and Go, and Hail and board, alight on request.

- A certification from the Depot Manager has to be submitted by the CRC confirming his/her travel on routes at least for 20 days in a month, in which 10 days, to follow with low earnings conductor and another 10 days on low performance routes to earn incentive under this parameter.

2.4 Incentive on outgoing Punctuality:

The punctuality of a service plays a vital role in increasing the Goodwill among the commuters and increases the reliability factor of the service, which ultimately increase in service earnings. The CRC is a mediator between commuters & depot authorities, particularly the quality of service rendered and behavior of crew towards commuters.

Keeping in view the importance of punctual operation, Outgoing Punctuality is now made as an earning parameter to pay incentive to CRC with a maximum ceiling limit of ₹. 500/- per month.

- The outgoing punctuality has to be certified by the In-charge: Security branch of the depot.
- The maximum amount to be paid on this parameter is ₹. 500/- if the punctuality is more than 98%
- No incentive is allowed if the punctuality is less than or equivalent to 90%
- The different slabs and sharings at various levels of punctuality is given hereunder

Maximum Incentive ₹ 500/- per month towards incentive on % punctuality parameter payable to CRC		
S.No.	Punctuality Range	Sharing
1	> 98%	100%
2	> 95% & up to 98%	75%
3	> 93% & up to 95%	50%
4	> 90% & up to 93%	25%
5	=<90%	0%

3.0 Conditions for payment of Incentive to the CRC:

1. All the conditions stipulated for all employees of a depot regarding the eligibility criterion under depot incentive scheme circulated vide clause. 24 of circular no. 23/2010 – IED, dated 26.11.2010 are applicable for CRC also
2. The existing allowances of ₹. 500/-which is now being paid to CRC is withdrawn in view of introduction of this scheme
3. The existing incentive being paid vide circular no. cited a ref. 1 to CRC under AD/PD and Others category is also withdrawn

3.1 *The Validity of the Special Incentive Scheme is for a period of one year with effect from 01.08.2011.*

3.2 The incentive earned by the CRC has to be prepared every month manually as illustrated at annexure of this circular and paid to CRC after pre-audit.

This has the approval of VC & MD, with the concurrence of FA.


EXECUTIVE DIRECTOR (E & IT)

Copy to: Secretary to Chairman /PS to VC & MD for kind information please.

Director (V & S), All EDs/FA/CAO/ED (Zones),

All RMs / all HODs.

All DY.CTMs/all DVMs /all DY.CMEs /all DY.CAOs.

DY.CAO (TA&I) 20copies/ Principals of all ZSTCs.

Principal of T.A. (HPT)

Dy. CME (SM-IT)/AME (M-IT)/ATM (M-IT) for necessary action.

Training Officer of MDs office for inclusion in monthly index.

All DMs /All AOs / A.G. Audit, RTC Branch, Hyderabad.

The General Secretary, APSRTC, NMU, Vidyanagar, Hyderabad.

The Secretary General, APSRTC, E.U, Hyd.

The General Secretary, APSRTC, SWF, N.No.1-7-130/5, Risala

Khursheed Jahi, Zamistanpur, Hyderabad.

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**ILLUSTRATION FOR CALCULATION OF INCENTIVE AMOUNT TO
CUSTOMER RELATION COORDINATOR (CRC)**

Name of the Depot: "X"

I. Growth in Earnings realized through sale of Mrktg Products (Jan' 09 Vs Jan' 08):

Month	Revenue from sale of CAT	Revenue from sale of JHT	Revenue from sale of IJHT	Revenue from sale of CGC	Others	Total Revenue
For Jan 2008 (₹)	22000	10500	4400	12000	0	48900
For Jan 2009 (₹)	48500	8350	7700	10000	0	74550
Variance (₹)						25650
Percentage of Growth						52.45%

- a) Minimum growth to become eligible over corresponding month of last year for payment of incentive = 10%
- b) **Maximum Ceiling Limit = ₹ 500/- PM**
- c) Percentage of growth achieved through Mrktg Prod. in Jan' 09 V/s Jan' 08 = 52.45%
- d) Incentive eligible = (74550-48900) X 1% = 25650 X 1% = ₹ **256.50** --- A

II. Percentage of service targets achieved (Jan' 09) :

- a) % of service targets achieved during the month = 45.00
- b) Minimum eligible % of service targets achieved = 40.00
- c) The maximum incentive eligible for 100% of service targets achieved in a month = ₹ 1000/-
- d) Incentive eligible (on pro-rata basis) = 1000 X 45% = ₹ **450.00** --- B

III. Travelling on low OR routes and with low earning conductors (Jan' 09)

- a) No. of days travelled by CRC on line during the month (Certification of DM) = 21 days
Incentive eligible since the CRC is on line for more than 20 days = ₹ **400.00** --- C

IV. Out going garage punctuality (Jan' 09)

- a) Maximum incentive eligible for & above 98% of punctuality = ₹ 500/-
- b) % of punctuality (As per security Records) during the month = 96.13
- c) Eligible share = 75%
- d) Incentive eligible = 500.00 X 75% = ₹ **375.00** --- D

Total Incentive Eligible (A+B+C+D) = 256.50+450.00+400.00+375.00 = ₹ **1481.50**